

Department of Housing and Community Development
Division of Public Housing and Rental Assistance

Request for Responses

from Massachusetts Local Housing Authorities & Regional Agencies Administering the
Massachusetts Rental Voucher Program

For the Massachusetts Learning, Employment and Asset Program (Mass LEAP)

Responses Due: April 18, 2014, 4:00 PM

Bidders Conference and Service Provider Fair: March 12, 2014 11:00AM – 1:00PM

Framingham Housing Authority, Rose Kennedy Lane Community Room

Written Questions due to Joanne McKenna by March 10, 2014 at 5:00PM

RFR Contact Person: Joanne McKenna, Special Programs Coordinator

Joanne.Mckenna@state.ma.us

A. Background

The Department of Housing and Community Development (DHCD) is issuing this Request for Responses (RFR) to solicit responses from Local Housing Authorities (LHAs) and Regional Administering Agencies (RAAs) interested in managing a Massachusetts Learning, Employment and Asset Program (Mass LEAP) program site that provides eligible residents of state-funded public housing developments and/or Massachusetts Rental Voucher Program (MRVP) participants with a set of supportive services needed to support meaningful and sustainable earned income growth. Mass LEAP was created in response to recommendations from the Governor's Commission on Public Housing Sustainability and Reform and in consultation with stakeholder input from a working group that included the Massachusetts Union of Public Housing, the Massachusetts Law Reform Institute, Inc., service providers, and housing agencies (HAs).

Respondent LHAs and RAAs must partner with Pre-Qualified Contractors identified in a list created through an earlier DHCD procurement (DHCD2014-04S) in order to meet specific program goals, which are outlined in this document. Funds from this RFR can only be used to cover respondent administration costs or the purchase of services from a Pre-Qualified Contractor, who is currently under contract with DHCD through Mass LEAP. No other Contractors may be paid using the Mass LEAP funding. See Appendix 1 – List of Pre-Qualified Contractors.

Over the next five (5) years, DHCD expects to grant \$8.125M in total funds to support Mass LEAP program sites at four (4) to eight (8) geographic regions across the Commonwealth. Mass LEAP funds are to primarily support the establishment of new partnerships. Each site will have a minimum of fifty (50) participants.

In order to facilitate the participation of smaller HAs in this exciting initiative, DHCD encourages the creation of regional consortia. Each Regional Consortium will consist of more than one HA, plus Contractors to provide services to participants across all HAs.

Definitions

- **Commonwealth:** The Commonwealth of Massachusetts.
- **Contractor or Pre-Qualified Contractor:** An individual or organization that enters into a Contract with the Commonwealth to provide commodities or services. For the purposes of this RFR, all Contractors must have been pre-qualified through the earlier procurement process (DHCD2014-04S). See Pre-Qualified Contractor List, Appendix 1.
- **Contractor Services:** A description of the services that Contractors will provide is contained in Appendix 2, Contractors Scope of Services. These are the services each Mass LEAP site will be required to offer participants.

- Department: The Department of Housing & Community Development (DHCD).
- Fiscal Year: The year beginning with July 1st and ending with the following June 30th as defined in M.G.L. chapter 4, section 7. This may also be referred to as the “state fiscal year”.
- Graduate: A person will be considered a graduate of Mass LEAP after he/she has completed all of his/her five (5) year service plan goals. A graduate will be eligible to receive all escrow funds and any other program funds earned during program participation. Participants who are terminated or withdraw without meeting service plan goals are not considered graduates, and will forfeit any escrow savings earned.
- Local Housing Authority: A Local Housing Authority (LHA) is a public body politic and corporate created pursuant to M.G.L. c. 121B, § 3 or similar provisions of earlier general laws or of special laws. Currently, 240 LHAs own and manage 80,000 federal and state-funded units and, in some cases, also administer state and federal housing vouchers.
- Housing Agency: For the purposes of this RFR, the term Housing Agency (HA) is in reference to an agency that meets the definition of either an LHA or RAA.
- Massachusetts Rental Voucher Program: The Massachusetts Rental Voucher Program (MRVP) has both tenant- and project-based rental subsidies. The tenant-based voucher, which is referred to as mobile, is assigned to the participant and is valid for any housing unit that meets the standards of the state sanitary code. Project-based vouchers are assigned to a specific housing unit or development. The owner rents these units to a program eligible tenant, and project-based tenants who move forfeit the subsidy. In both cases, a regional non-profit housing agency or a LHA administers the program locally. There are currently nine (9) RAAs and 112 LHAs that administer the MRVP throughout the Commonwealth.
- Regional Consortium: A group of two (2) or more HAs and the Contractor(s) that deliver services to participants across several HAs. Each consortium must designate a lead HA.
- Regional Administering Agency: A Regional Administering Agency (RAA) is a regional non-profit housing agency contracted through DHCD to administer rental assistance and housing support programs. There are nine (9) RAAs that manage 26,000 federal and state vouchers, the Housing Consumer Education Center (HCEC), Rental Assistance for Families in Transition (RAFT), and HomeBASE.
- Rental Assistance Escrow Accounts: A rental assistance escrow account (also referred to as an escrow savings account) will be created and maintained by the HA responsible for determining the tenant’s share of the rent through regular and interim rent

certifications. The escrow account will be established when a Mass LEAP participant increases his/her *earned* income during the program.

- Service Teams: The Contractors and HAs that will deliver the services and supports to participants.
- Site: The location of the HA applying for funding. In the event that two (2) or more HAs submit a proposal to serve multiple HA constituents, the site will be the location of the lead agency on the application.

B. The Mass LEAP Program

Overview

DHCD seeks to fund teams of highly qualified service providers and HAs committed to supporting residents' ability to increase their earned income by providing services in the areas of:

- employment and career development;
- financial literacy and asset development; and
- post-secondary education.

Mass LEAP is a five (5) year program. Participants will sign a five (5) year Contract of Participation with goals in the above three (3) areas. DHCD believes this comprehensive program design has the fullest potential to create meaningful and lasting economic improvements in participating households. Mass LEAP challenges HAs, service providers, and participants to work together to increase skills, knowledge, and wealth among participants, so they may build a more stable future for themselves and their families. The services that Mass LEAP participants will receive can be found in Appendix 2, Contractors Scope of Services.

As participants increase their earned income, escrow accounts will be established and funded by the resulting reduction in HA rental assistance or housing subsidies. Successful graduates will build an asset base using their escrow funds. Allowable assets include: funding a retirement or educational savings account, starting a small business, credit repair, purchasing a home, and/or establishing an emergency savings account.

While increasing earned income is the primary goal of Mass LEAP; the goals of improved employment and career planning; increased asset base and money management skills; and increased educational base are also required, and are no less critical to the long term economic stability and opportunities of each Mass LEAP household. The program design of Mass LEAP is a deliberate attempt to build upon successful programs such as the Family Self-Sufficiency (FSS) program, Asset Development programs such as Individual Development Account Programs, and existing workforce development/job training programs – each of which may address one or more of these goals, but most of which do not have the resources to comprehensively address all of the goals simultaneously.

As such, Mass LEAP requires the Service Team to provide all services as an integrated and comprehensive program. Mass LEAP is not designed to rely on referrals from Contractors to outside agencies to achieve its goals. Contractors and HAs will work together to develop this program, and are expected to provide seamless, on-going and direct support to participants around achieving all three (3) goals during their five (5) year participation.

HAs are to be the lead responders to this RFR and will be responsible for Contractors meeting the goals related to their areas of expertise. The success of Mass LEAP will depend in large part on the HAs' and Contractors' ability and willingness to work collaboratively in the following ways:

- Collaboration between the HAs and Contractors regarding the inclusion of resident/tenant participation in the program design and ongoing evaluation;
- Coordination in outreach, enrollment and program retention efforts;
- Participation in team meetings;
- Coordination of reporting and data sharing; and
- Working across specialties to share information and support participants in reaching their goals.

Target Population

Eligible participants for Mass LEAP include residents of state-funded units and/or households receiving rental assistance through the MRVP whose administering agency (LHA or RAA) is awarded grant funds through this RFR. Resident participation in Mass LEAP will be voluntary. Each participant must meet the following qualifications at the time of enrollment:

1. Participant is the Head of Household, age 18 or over, and must have a child under the age of 18 living in the household;
2. Participant is a tenant in good standing (i.e. is in compliance with the lease, is current on the tenant's share of the rent, etc.);
3. Participant is a tenant committed to increasing his or her earned income and asset base as demonstrated and required by site's application process; and
4. Participant is a tenant with at least a GED or a high school diploma **AND**
 - Is working or with a recent work history (typically within the last six (6) months) **OR**
 - Is currently enrolled, or actively pursuing enrollment in a job training, post-secondary education or certificate program;

Required Activities

Because Mass LEAP is designed to allow for locally-driven partnerships, DHCD recognizes that each site may utilize different forms, plans, software, and other materials to guide the participants' goals and progress. Therefore, the terms utilized in this RFR are generic, but the outcomes will be universally applied. The required, core activities for the Mass LEAP program

are divided into three (3) levels: HA, Contractor, and Participant level activities. The HA, as lead applicant, is responsible for all program oversight and outcomes.

Mass LEAP required activities may include, but not necessarily be limited to, the following:

1. HA requirements:

For Pre-application activities, HAs will be required to:

- Develop a program plan that ensures meaningful access to Mass LEAP by all potential applicants in the HAs' service area(s) this includes but is not limited to holding all meetings and events in times and locations that are accessible to all potential participants, developing an outreach plan that incorporates a variety of formats and languages to ensure equal access to the program;
- Develop a mechanism for meaningful ongoing tenant participation in the design and oversight of the local program;
- Survey residents to determine the needs, interests, and service gaps faced by residents in their efforts to improve their income, employment, and financial goals (required Tenant Survey questions are provided in Attachment D, Tenant Survey); and
- Select the team of Contractors best suited to address the issues identified by residents.

For Program Design, Management and Oversight, HAs will be required to:

- Identify and codify the parties' roles and responsibilities in both the direct client work and partnership coordination;
- Develop the work plan and monitor progress towards goals related to:
 - Enrollment and recruitment;
 - Team meetings and communication; and
 - Participant progress.
- Verify participant eligibility (income eligible, family composition, education/training levels, compliance with all program requirements, etc.);
- Develop Program Termination and Appeals process in accordance with state and federal law and DHCD Mass LEAP guidelines;
- Complete all participant income re-determination as needed;
- Establish and monitor escrow savings accounts;
- Perform regular data collection and program progress reporting;
- Monitor Service Team progress ensuring that all goals will be met;
- Contract with Service Team Contractors;
- Process payments to the Contractors; and
- Participate in DHCD's ongoing program progress and evaluation meetings, phone calls, surveys and site visits.

2. Service Teams and Contractors will be required to:

- Work with HAs to determine the parties' roles and responsibilities;
- Comply with all applicable requirements for confidentiality;
- Provide all services identified in the RFQ DHCD2014-04S and included as Appendix 2;
- Submit a Letter of Intent to Partner with application;
- Assist with the development of an Memorandum of Understanding as required by DHCD;
- Work with HAs and other Contractors to develop and deliver services in a seamless, integrated program;
- Secure all proffered in-kind supports from the HAs, including but not limited to space, phone lines, and other office equipment identified in the initial application;
- Provide access to all agreed upon in-kind services and activities from the Service Teams and Contractors;
- Work across service specialties to ensure that participants receive all supports necessary for success;
- Collect and share all required participant and program data with the HAs for the purpose of reporting to DHCD;
- Participate in DHCD's ongoing program progress and evaluation meetings, phone call, surveys, and site visits;
- Meet all agreed upon service delivery goals and benchmarks related to the area of expertise; and
- Assist with the development of Program Termination and Appeals process in accordance with state and federal law and DHCD Mass LEAP guidelines.

3. Participants will be required to:

- Complete all program application documents and provide the HAs with all supportive documentation necessary to determine initial and ongoing eligibility, as well as authorizations to release and share information as necessary;
- Attend all required meetings and trainings;
- Establish and work toward goals in all three (3) areas: employment/career, post-secondary education, and asset development;
- Report all program progress to the appropriate partner(s) for data collection;
- Comply at all times with the terms of the lease;
- Assist DHCD with ongoing program evaluation and monitoring; and
- Use escrow savings accounts in the manner described in the Mass LEAP program guidelines (to be released later) and in this RFR.

Key Mass LEAP Program Information and Expectations

1. Documents and Oversight

All documents, materials and data created during the operations of Mass LEAP are considered HA documents, and as such are open and subject to DHCD review at any time.

2. Funding Availability and Award Restrictions

In order to meet our goals of both geographic distribution and funding as many sites as possible, DHCD has the right to limit grant awards (to \$400,000.00 or less) per site. Each program site must serve a minimum of fifty (50) eligible participants. Funding will be awarded annually, pending funding availability. HAs will be required to submit a budget requesting funds for each year of the five (5) year program.

3. Fiscal Management and Oversight

Each proposal must have one (1) Lead Applicant that will contract with DHCD and receive the funds for Mass LEAP. The Lead Applicant will subcontract with service providers, and with the other HAs in the application, if any. In the event that an RAA and LHA wish to partner to serve their respective MRVP participants, DHCD will develop partnership and fiscal guidance for the parties during the contracting period in order to accommodate this.

An LHA or RAA currently under a conditional contract or corrective action plan must submit a separate letter that outlines their capacity to successfully *manage and/or participate* in this program. Mass LEAP will require strong program management and oversight, fiscal management capacity, and additional reporting requirements. This letter must address the applicants' capacity to effectively manage this work.

4. Per Participant Program Administrative Fee

DHCD expects the annual program administrative fee will be \$1,300.00 per participant based on fifty (50) participants. Programs serving more than fifty (50) participants are expected to reach an economy of scale, and will receive a prorated fee. This fee is to cover expenses directly related to Mass LEAP program management including participant service coordination and oversight, case management coordination, data collection and reporting, escrow account management, and vendor payments. It may not be used to support any costs unrelated to Mass LEAP. The administrative fee may be shared by the HAs, if the application utilizes a consortium. It may also be shared by HA(s) and a lead service provider, however the HA remains responsible for program activities identified in Section B, The Mass LEAP Program, of this RFR. Applications that propose and can support a lower administrative cost are strongly encouraged. DHCD reserves the right to revisit and amend the administrative fee during the life of the program.

Upon completion of contracting, DHCD expects to support some portion of the costs of the start-up phase of program implementation at Mass LEAP sites pursuant to the availability of funding and at DHCD's discretion. However, DHCD expects that the initial program design and partnership development work will be completed during the application process.

5. Program Goals and Benchmarks

DHCD will be closely monitoring program and participant progress at all phases of Mass LEAP operation. Goals and benchmarks for start-up, enrollment, and participant progress towards all three (3) goals will be released with the Mass LEAP program guidelines. Under-performing and non-performing partnerships will be terminated if problems cannot be resolved within a time frame that DHCD and the Site determine is appropriate. See Appendix 3 for Mass LEAP Goals and Benchmarks.

6. Outreach and Recruitment

Outreach and recruitment must be comprehensive and ensure equal access for all Mass LEAP program eligible tenants and MRVP participants, regardless of language, disability, and the type and location of housing (public housing vs. tenant based). Meetings and orientations for Mass LEAP program eligible tenants and MRVP participants must be held in accessible locations and at times that accommodate the schedules of working parents and full-time students.

7. Participant Application Packet

At the time of contracting, DHCD will require the submission of a complete application packet for review and approval. Unless DHCD amends the list of required items, the application packet is expected to include the following:

- The application form;
- A statement regarding the HA's intent to not discriminate in the selection of applicants on the basis of race, color, national origin, disability, age, ancestry, children, familial status, genetic information, marital status, public assistance reciprocity, religion, sexual orientation, gender identity, veteran/military status, or on any other basis prohibited by law. (Such a statement must also be included in the application materials.);
- Information indicating that persons with disabilities are entitled to request a reasonable modification in the rules, policies, practices, or services when such modifications may be necessary to afford persons with disabilities the opportunity to participate and succeed in Mass LEAP;
- An authorization form for consent to release information to DHCD, service partners, and other agencies as the program design requires; and
- A description of the HA's capacity to address matters relating to limited English language proficiency. This shall include language access planning and providing limited English language assistance at no cost to the applicant, so that otherwise eligible applicants with limited English Proficiency ("LEP") may meaningfully apply to and access Mass LEAP.

8. Minimum Program Size

Each program site must serve a minimum of fifty (50) participants. This can be a combination of a HA's public housing tenants and MRVP participants. Regional Consortium requests are strongly suggested, to allow the creation of programs in regions where HAs have fewer than two hundred (200) potentially eligible households. HAs must carefully consider whether or not their current population can reasonably be expected to generate

fifty (50) participants, especially in light of the eligible participant requirements and the high expectations of DHCD for meaningful participant outcomes. Programs may be larger than fifty (50), and do NOT need to be in multiples of fifty (50).

9. Escrow account amounts and uses are expected to be as follows:

- There will be a \$15,000.00 cap on escrow savings accounts. If participants reach this cap before completing their goals, they must complete their goals before graduating and receiving their escrow savings.
- Participants are not required to leave public housing or relinquish their MRVP participation in order to receive their escrow savings.
- Expected allowable uses of escrow savings must be some combination of the following asset development strategies:
 - Credit Repair -- Participants may use some or all of their escrow savings to pay creditors in conjunction with other required credit repair activities that have been undertaken during program participation.
 - Homeownership – Escrow savings can be used for down payments, closing costs, or repairs that were identified in pre-purchase inspections on a property, with the repairs taking place after purchase.
 - Small business start-up or expansion.
 - Retirement Savings Accounts -- Escrow savings can be used to fund retirement savings accounts.
 - Education Tuition or Education Savings Accounts such as 529 plans or other state/federal tax deferred savings vehicles for the graduates or their dependents.
 - Emergency Savings – No more than six (6) months of emergency savings (this means a maximum of six (6) months of living expenses).

Interim Disbursements of escrow funds will be allowed prior to program completion. Interim disbursement amounts will be included in the \$15,000.00 cap. Funds must be used to meet a financial need directly related to the participant's Mass LEAP goals, as outlined above. Restrictions will be further defined in Program Guidelines.

10. HAs as Service Providers

In the event that a HA has been qualified to provide Mass LEAP services, a HA proposal for funding still must include at least one (1) outside service partner. Mass LEAP is intentionally funding partnerships, to support DHCD's goal of leveraging outside resources and knowledge to support their participants. In addition, partnerships will establish and strengthen service providers' understanding of and ability to serve, residents of public housing and state subsidized rental assistance programs. These dual goals are embedded in the program design of Mass LEAP.

11. Portability

Mass LEAP is both a service- and place-based program. Like any other recipients of public housing or state-rental assistance, participants may move, but their ability to move and remain part of Mass LEAP is expected to be restricted to the following circumstances:

- Mass LEAP participants may be considered eligible to move and retain participation in the program only if the move is directly related to their employment and career goals, as well as their educational goals;
- A state public housing tenant or project-based MRVP participant who moves to another state aided housing unit elsewhere in the state may only continue to participate in Mass LEAP if he/she is able to access the Mass LEAP supportive services at the HA of origin and if the new HA consents to manage the escrow savings account or, if there is a similar Mass LEAP program at the new HA, the participant is permitted to fill an open Mass LEAP participant slot, and the new HA manages their escrow savings account;
- A state public housing tenant or MRVP project-based housing participant who moves to private market housing cannot continue to participate in Mass LEAP following the move to private unassisted housing; and
- Prior to moving, the Mass LEAP participant must work with the Service Team to determine whether or not on-going participation in their new residence is feasible.

12. Early successful graduations and the ability of participants to withdraw escrow

Early graduations are allowed only if there is a compelling reason, i.e. the participant is moving outside of the jurisdiction of the HA for a housing or employment opportunity that is achieved as a **direct** result of program participation. In addition, participants need to have met all other goals in financial literacy, employment/career and post-secondary education to be eligible for early graduation. All participants are required to have met a meaningful set of goals and a matching service plan that will require the full five (5) years of the program.

13. Termination from Mass LEAP

Participants who are terminated from Mass LEAP for non-compliance with Mass LEAP program guidelines will not lose their housing, unless they are terminated for lease violations that would otherwise result in the loss of their housing.

14. Replacing terminated or voluntarily withdrawn participants

Since Mass LEAP is designed to enroll participants who will benefit from a five (5) year service plan to attain personal goals, late enrollments are discouraged. In acknowledgement of program start-up processes and possible retention issues, HAs may enroll participants for twenty four (24) months following the execution of a Mass LEAP contract with DHCD. This includes new enrollees and participants from a waitlist in the event that an enrollee withdraws or is terminated from the Mass LEAP program or from the housing program. All “late enrollees” are required to receive the same services, and meet a pro-rated set of outcomes regarding income, employment/career growth and post-secondary education.

15. Contract term

Initial contracts for Mass LEAP will be for three (3) years, with two (2) renewals possible for one (1) year terms. As noted in the section entitled Key Mass LEAP Program Information and Expectations, 5. Program Goals, DHCD reserves the right to terminate Contracts that fail to meet program goals and benchmarks.

16. Other Guidelines and Management Rules

Please note that more detailed program guidelines will be released at the time of contracting.

17. Mass LEAP Appendices and Attachments

- Attachment A: Application
- Attachment B: Budget and Narrative
- Attachment D: Resident Survey
- Attachment E: Work plan
- Attachment F: Supplier Diversity Plan

(Note: Attachment C is a Letter of Intent that will be submitted with the application from each partner agency)

- Appendix 1: Approved Contractors
- Appendix 2: Contractors Scope of Services
- Appendix 3: Mass LEAP Goals and Benchmarks

Please review **all** of these documents carefully prior to the bidder's conference and submission, as each contains important information about program design, management, and outcomes.

C. Application Process and Requirements

Complete applications will be due by 4:00PM on Friday, April 18, 2014. No late applications will be accepted. Applicants must submit one (1) original and six (6) copies of each application.

Applications must be addressed to:

Mass LEAP Procurement
DHCD, 100 Cambridge Street, 3rd fl.
Boston, MA 02114

In addition, one (1) PDF copy of the complete application and all attachments must be emailed to: Joanne.McKenna@state.ma.us.

DHCD requires HAs and their proposed Service Team to work collaboratively on the application and required documentation. Only complete applications with all required attachments will be reviewed.

Each application must include:

- a. A completed application form (Attachment A);
- b. A two (2) page maximum, narrative cover letter briefly explaining the program, the number of participants to be served (broken down by LHA tenants and/or MRVP participants), the Service Partners selected, and a statement of why the program is a strong candidate for Mass LEAP funding. The letter must be signed by the Chair of Board of Commissioners (for LHAs) and Chair of the Board of Directors (for RAAs) and the Executive Director;
- c. The resumes of the key staff overseeing the program at the HAs;
- d. The Budget and Budget Narrative (Attachment B);
- e. Letter of Intent to Partner with HA from each Contractor(Attachment C);
- f. A Board vote of application approval as evidenced by a certified extract from the minutes of the Board meeting;
- g. The Tenant Survey results (Attachment D);
- h. The completed work plan (Attachment E);
- i. For LHAs Only: A letter from the head of the tenant organization(s) that demonstrates compliance with tenant participation regulations (760 CMR 6.00). If no letter can be obtained, the LHA Director may instead submit a letter certifying that tenants were involved in setting the needs and priorities of the program;
- j. For LHAs or RAAs currently under a conditional contract or corrective action plan: A separate letter that outlines their capacity to successfully manage and/or participate in this program must be submitted. Mass LEAP will require strong program management and oversight, fiscal management capacity, and additional reporting requirements. This letter must address the applicants' capacity to effectively manage this work; and
- k. A description of the applicants' commitment to participate in the Supplier Diversity Program (SDP), along with the forms listed in the chart below. Please note that a narrative statement may be included to supplement the SDP Plan Form providing further details of the SDP commitment. Applicants must submit one SDP Plan Form for each SDP relationship. A detailed description of the program requirements appears below in Section D., Criteria for Evaluating Applications.

The following SDP forms are required from all applicants submitting responses regardless of their SDP certification status, by the deadlines noted below in order to meet the mandatory participation requirements of SDP:

SDP Plan Form Number and Name	Deadline for Submission
SDP Plan Form #1 – SDP Plan Commitment	With response package
SDP Plan Form #2 – Declaration of SDP Partners	Within 30 days of contract execution
SDP Plan Form #3 – SDP Spending Report	Within 45 days of the end of each quarter

D. Criteria for Evaluating Applications

The applications will be evaluated in accordance with the following areas, with the total number of points as follows:

Area	Points Available
Comprehensiveness of Program	10
Feasibility of Reaching Scale	5
Service Team Experience	20
Partnership Management	20
Participatory Process	5
Implementation Plan	20
Cost Effectiveness	10
SDP Compliance	10
TOTAL POINTS AVAILABLE	100
Innovation Bonus Points	15

1. Comprehensiveness of Program (10 pts)

- Awarded for the proposal's ability to sufficiently address all three (3) program components and meet the intended outcomes of Mass LEAP.

2. Feasibility of Reaching Scale (5 pts)

- Awarded for the proposal's likelihood of successfully enrolling a minimum of fifty (50) participants.

3. Service Team Experience (20 pts)

- Awarded for the team's experience to date in delivering the three (3) categories of service; and in
- Outcomes to date on how these services have impacted past participants.

4. Partnership Management (20 pts)

- Awarded for the existence of a team with clearly defined roles;
- The soundness of the overall partnership(s) plan;
- The lead agency's capacity to manage the program both programmatically and fiscally; and
- The team's experience in maintaining successful partnerships of similar complexity.

5. Participatory Process (5 pts)

- Awarded for the feasibility of engaging tenants before the program launch and throughout implementation.

6. Implementation Plan (20 pts)

- Awarded for a clearly defined critical path to meeting goals;
- A plan that takes into account all major phases of the work;
- Roles that are clearly defined for each phase of the work; and
- A timeline that seems feasible for meeting the targets.

7. Cost Effectiveness (10 pts)

- Awarded for reasonable overall per participant costs;
- Administrative fees that are kept to a minimum; and
- Partners that are leveraging in-kind resources effectively.

8. Supplier Diversity Plan (SDP) Compliance (10 pts)

- Applicants will be awarded up to 10 points for their compliance with SDP requirements. Massachusetts Executive Order 524 established a policy to promote the award of state contracts in a manner that develops and strengthens Minority and Women Business Enterprises (M/WBEs) that resulted in the SDP in Public Contracting. M/WBEs are encouraged to submit responses to this RFR. Similarly, Executive Order 546 established the Service-Disabled Veteran-Owned Business Enterprise (SDVOBE) Program to encourage the participation of businesses owned and controlled by service-disabled veterans in all areas of state procurement and contracting, thereby including them in the SDP.
- To comply with the SDP requirement for procurements with values over \$150,000.00, DHCD requires applicants to make a significant commitment to partner with M/WBEs and SDVOBEs, primarily through partnership for any necessary ancillary services for operational needs, such as the provision of office supplies or equipment maintenance. Information on how to locate M/WBEs and SDVOBEs is available at the SDP webpage: www.mass.gov.sdp.

9. Innovation (15 optional bonus pts.)

- Up to 5 points will be awarded to applicants who propose expanding services into a region where partners are currently not engaged;
- Up to 5 points will be awarded to applicants who propose partnerships among new entities that do not have a history of working together; and
- Up to 5 points will be awarded to applicants who propose to incorporate innovative approaches in program design to improve participant outcomes such as behavioral economics, new technology, and/or other promising interventions or strategies.